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## OVERLAPS

### QUESTION

Should the Request for Personnel Action be designed to include provision for designating the employee to be replaced by the individual on whom the action is being processed?

### BACKGROUND

1. Periodically, particularly during periods of tight ceiling control, management is faced with the problem of identifying overages caused by overlapping employees. The impact of the overlaps is felt especially in the case of Support personnel who not only overlap each other at a field station but remain charged to the station during home leave and/or travel.

2. In 1964 DDP offices were instructed to designate on actions "the reassignments of personnel from 'specialist' Career Services who are scheduled to replace similar specialists returning from overseas..." Manual statistics were kept of such cases by [REDACTED], Chief of Position Control Section, for a little over a year and then discontinued; the reason is unknown - possibly they were no longer needed or the figures had become inaccurate because of the difficulty of monitoring the actions.

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### DISCUSSION

1. In discussing this with area personnel offices, they could see no need for this information because "they knew" who was returning, etc. They were also fully aware of who was replacing whom in headquarters positions.

2. This information apparently is of potential interest only to middle or top management who are certainly aware of the distortions that can occur during the summer months.

3. It would not be difficult to show the individual scheduled to leave any job if the action on the replacement contained the former's serial number. The system would automatically remove this flag from the man's record when the next reassignment action was processed for the replaced individual.

4. If this information is wanted, a unique provision for the overlapped employees serial number should be included on the Request for Personnel Action to insure that it would become a standard item of input.

### RECOMMENDATION

1. If management is interested in knowing the exact counts of overlapping employees, provide for the identification of the overlapped employee on the Request for Personnel Action.

2. Limit the requirement for this information to actions involving personnel of other Career Services. Provide the capability of optional input in all other cases where offices feel it would be helpful.

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